United Nations A/C.2/67/L.14

General Assembly

Distr.: Limited
22 October 2012

Original: English

Sixty-seventh session
Second Committee
Agenda item 25 (a)
Operational activities for development: quadrennial comprehensive policy review of operational activities for development of the United Nations

Algeria:* draft resolution

Quadrennial comprehensive policy review

The General Assembly,

Recalling its resolutions 44/211 of 22 December 1989, 47/199 of 22 December 1992, 50/120 of 20 December 1995, 52/203 of 18 December 1997, 52/12 B of 19 December 1997, 53/192 of 15 December 1998, 56/201 of 21 December 2001, 59/250 of 22 December 2004, 62/208 of 19 December 2007 and 64/289 of 2 July 2010, Economic and Social Council resolutions 2008/2 of 18 July 2008, 2009/1 of 22 July 2009, 2010/22 of 23 July 2010 and 2011/7 of 18 July 2011 and other relevant resolutions,

Reaffirming the importance of the quadrennial comprehensive policy review of operational activities, through which the General Assembly establishes key system-wide policy orientations for the development cooperation and country-level modalities of the United Nations system,

Reaffirming also the need to strengthen the United Nations with a view to enhancing its coherence and efficiency, as well as its capacity to address effectively, and in accordance with the purposes and principles of the Charter of the United Nations, the full range of development challenges of our time,

Recalling the commitment of Member States to enhance the relevance, coherence, effectiveness, efficiency, accountability and credibility of the United Nations system as a shared goal and interest,

Taking note of the efforts made by Member States to enhance their ownership of the development process, including by those countries that volunteered as pilots for the "Delivering as one" initiative,

* On behalf of the States Members of the United Nations that are members of the Group of 77 and China.

12-56387 (E) 251012

Please recycle

Recalling the need to provide the United Nations system with adequate and timely resources with a view to enabling it to carry out its mandates in a coherent, effective and efficient manner,

Recalling also the role of the Economic and Social Council in providing coordination and guidance to the United Nations system to ensure that those policy orientations are implemented on a system-wide basis in accordance with the present resolution and General Assembly resolutions 48/162 of 20 December 1993, 50/227 of 24 May 1996, 57/270 B of 23 June 2003, 61/16 of 20 November 2006 and 65/285 of 29 June 2011,

Recalling further the outcomes of the major United Nations conferences and summits in the economic, social and related fields, such as the United Nations Millennium Declaration of 2000,[1] the Monterrey Consensus of the International Conference on Financing for Development of 2002,[2] the Plan of Implementation of the World Summit on Sustainable Development ("Johannesburg Plan of Implementation") of 2002,[3] the 2005 World Summit Outcome,[4] and its resolution 60/265 of 30 June 2006 on follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and other internationally agreed development goals, the outcome document of the high-level plenary meeting of the General Assembly on the Millennium Development Goals of 22 September 2010,[5] the outcome documents of the Fourth United Nations Conference on the Least Developed Countries of 2011[6] and the outcome document of the United Nations Conference on Sustainable Development of 2012, entitled "The future we want",[7]

Reaffirming that each country must take primary responsibility for its own development and that the role of national policies and development strategies in the achievement of sustainable development cannot be overemphasized, and recognizing that national efforts should be complemented by supportive global programmes, measures and policies aimed at expanding the development opportunities of developing countries, while taking into account national conditions and ensuring respect for national ownership, strategies and sovereignty,

Recognizing that development, peace and security and human rights are interlinked and mutually reinforcing, and reaffirming that development is a central goal in itself and that it constitutes a key element of the overarching framework of the United Nations operational activities for development,

Recognizing also that the private sector and civil society, including non-governmental organizations, can contribute positively to the achievement of the internationally agreed development goals, including the Millennium Development

---

[1] See resolution 55/2.

[2] *Report of the International Conference on Financing for Development, Monterrey, Mexico, 18-22 March 2002* (United Nations publication, Sales. No. E.02.II.A.7), chap. I, resolution 1, annex.

[3] *Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August-4 September 2002* (United Nations publication, Sales No. E.03.II.A.1 and corrigendum), chap. I, resolution 2, annex.

[4] See resolution 60/1.

[5] Resolution 65/1.

[6] *Report of the Fourth United Nations Conference on the Least Developed Countries, Istanbul, Turkey, 9-13 May 2011* (United Nations publication, Sales No. 11.II.A.1), chaps. I and II.

[7] Resolution 66/288, annex.

Goals, and encouraging their further contribution in supporting national development efforts in accordance with national plans and priorities,

Reiterating that the development of national capacities of programme countries is a central goal of the operational activities of the United Nations system, with a view to eradicating poverty and achieving sustained, inclusive and equitable economic growth and sustainable development,

Recognizing the urgent and specific needs of the least developed countries, landlocked developing countries and small island developing States,

Recognizing also the special needs of Africa,

Recognizing further the particular and diverse development needs of low- and middle-income countries,

I
Introduction

1. *Takes note with appreciation* of the reports of the Secretary-General on the quadrennial comprehensive policy review of operational activities for development of the United Nations system[8] and the analysis of funding of operational activities for development of the United Nations system for 2010;[9]

2. *Also takes note with appreciation* of the relevant reports of the Joint Inspection Unit (JIU);[10]

3. *Reaffirms* that the fundamental characteristics of the operational activities for development of the United Nations system should be, inter alia, their universal, voluntary and grant nature, their neutrality and their multilateralism, as well as their ability to respond to the development needs of programme countries in a flexible manner, and that the operational activities are carried out for the benefit of programme countries, at the request of those countries and in accordance with their own policies and priorities for development;

4. *Underscores* that there is no "one size fits all" approach to development and that development assistance by the United Nations development system should be able to respond to the varying development needs of programme countries and should be in alignment with their national development plans and strategies in accordance with its mandates;

5. *Recognizes* that the strength of the United Nations operational system lies in its legitimacy, at the country level, as a neutral, objective and trusted partner for both programme countries and donor countries;

6. *Stresses* that national Governments have the primary responsibility, ownership and leadership with regard to their countries' development and in coordinating, on the basis of national strategies and priorities, all types of external assistance and cooperation, including those provided by multilateral organizations, in order to effectively integrate such assistance into their development processes;

---

[8] A/67/93-E/2012/79 and A/67/320-E/2012/89.

[9] A/67/94-E/2012/80.

[10] See E/2009/103, A/65/71, A/65/394, A/66/308, A/66/348, A/66/380, A/66/717 and A/66/710.

7. *Emphasizes* that the operational activities for development of the United Nations system should be valued and assessed on the basis of their impact on the programme countries as contributions to enhance the capacity of those countries to pursue poverty eradication, sustained economic growth and sustainable development;

8. *Decides* that, with the agreement and consent of the host country, the United Nations development system should assist national Governments in creating an enabling environment in which the links and cooperation between national Governments, the United Nations development system, civil society, national non-governmental organizations and the private sector that are involved in the development process are strengthened, including, as appropriate, during the United Nations Development Assistance Framework preparation process, with a view to seeking new and innovative solutions to development problems in accordance with national policies and priorities;

9. *Recognizes* the important role and comparative advantage of the United Nations development system in supporting national efforts, accelerating progress on the Millennium Development Goals and other internationally agreed development goals, addressing inequality and supporting those living in or vulnerable to poverty, and advancing integration of the economic, social and environmental pillars of sustainable development;

10. *Stresses* the need to make the United Nations development system more relevant, coherent, efficient and effective in its support to developing countries to achieve the internationally agreed development goals, on the basis of their national development priorities and strategies, and stresses also that reform efforts should enhance organizational efficiency and achieve concrete development results;

11. *Requests* the United Nations development system to continue its efforts to respond to national development plans, policies and priorities, which constitute the only viable frame of reference for programming operational activities at the country level, on the basis of national leadership, and to pursue full integration of operational activities for development at the country level with national planning and programming, under the leadership of national Governments, at all stages of the process, while ensuring the full involvement of all relevant stakeholders at the national level;

12. *Recognizes* that strengthening the role and capacity of the United Nations development system to assist countries in achieving their development goals requires continuing improvement in its effectiveness, efficiency, coherence and impact, along with a significant increase in resources and an expansion of its resource base on a continuous, more predictable and assured basis;

13. *Commits* to strengthening the Economic and Social Council within its mandate under the Charter, as a principal organ in the integrated and coordinated follow-up of the outcomes of all major United Nations conferences and summits in the economic, social, environmental and related fields, recognizes its key role in achieving a balanced integration of the three dimensions of sustainable development, and looks forward to the review of the implementation of General Assembly resolution 61/16 of 20 November 2006 on the strengthening of the Council;

14. *Recognizes* that the individual United Nations funds, programmes and agencies have specific experience and expertise, derived from, and in line with, their mandates and strategic plans, and stresses, in this regard, that improvement of

coordination and coherence at the country level should be undertaken in a manner that recognizes the respective mandates and roles and enhances the effective utilization of resources and the unique expertise of all United Nations funds, programmes and specialized agencies;

15. *Also recognizes* that foreign occupation hinders the achievement of the Millennium Development Goals and other internationally agreed development goals and has acute, adverse and complex economic, social and environmental consequences, and urges the United Nations development system to strengthen its programmes of assistance to peoples living under foreign occupation through adequate resources and effective operational activities;

16. *Reaffirms* the central role of Governments in contributing to the work of the United Nations development system, while recognizing the importance of increasing the capacity of that system to engage in innovative partnerships, at the international level, with new and emerging stakeholders, including civil society, the private sector and foundations;

17. *Stresses* the need for the United Nations system to work seamlessly across its entities, funds and programmes and specialized agencies by enhancing coordination within programme countries and building strong linkages within country programmes at the national, regional and global levels;

18. *Recognizes* the importance of improving strategic planning as well as of consistent, reliable and comprehensive statistical data and analysis about United Nations operational activities in order to provide an understanding of evolutions and trends contributing to sound policy decisions and to effectively implement the present resolution;

II
Funding of operational activities of the United Nations for development

A. General principles

19. *Stresses* the need for adequate quantity and quality of funding for operational activities as well as the need to make funding more stable, predictable, effective and efficient;

20. *Also stresses* that core resources, because of their untied nature, continue to be the bedrock of the operational activities for development of the United Nations system, and in this regard notes with concern that the share of core contributions to United Nations funds and programmes has declined in recent years, and recognizes the need for Member States and organizations to address, on a continuous basis, the imbalance between core and non-core resources;

21. *Acknowledges* efforts by developed countries to increase resources for development, including commitments by some developed countries to increase official development assistance, notes with concern the overall decline in official development assistance in the period from 2008 to 2011, urges donor countries to fulfil all their official development assistance commitments, including the commitments by many developed countries to achieve the target of 0.7 per cent of gross national income for official development assistance by 2015, as well as the target of 0.15 per cent to 0.20 per cent for official development assistance to least

developed countries, and urges those developed countries that have not yet done so to make concrete efforts in this regard in accordance with their commitments;

B. Enhancing overall funding, particularly core resources

22. *Urges* donor countries to substantially increase their voluntary contributions to the core regular budgets of the United Nations development system, in particular its funds, programmes and specialized agencies, and to contribute on a multi-year basis, in a sustained and predictable manner;

23. *Requests* the specialized agencies and the United Nations funds and programmes to report to their governing bodies by the end of 2013 on concrete measures taken to broaden the donor base and increase the number of donor countries and other partners making financial contributions to the United Nations development system in order to reduce the reliance of the system on a limited number of donors;

24. *Also requests* the specialized agencies and the United Nations funds and programmes to further improve their capacity to report on and communicate their mandates, needs and results achieved to the general public, including through the use of traditional media, social networks and the Internet, as a means of raising public awareness in favour of increasing core contributions to their regular budgets;

25. *Further requests*, in this regard, the specialized agencies and the United Nations funds and programmes to inform the Economic and Social Council, at its operational activities segment, from 2013 on, of improvements made in communicating to the general public their mandates, needs and results;

26. *Encourages* the United Nations funds and programmes to continue to actively engage with the Bretton Woods Institutions, the regional development banks, civil society, the private sector and foundations with a view to diversifying potential sources of core funding for its operational activities for development, in alignment with the core principles of the United Nations development system and with full respect for the national priorities of programme countries;

27. *Invites* developing countries to consider contributing to the core regular budgets of the United Nations operational activities for development in a manner consistent with their capacities;

28. *Expresses* its deepest concern over the lack of progress in the development and operationalization of the concept of the "critical mass" of core resources, and reiterates its call to the governing bodies of the United Nations funds and programmes to consider, on the basis of concrete proposals to be submitted by the respective United Nations funds and programmes by the end of 2013, the most appropriate process towards arriving at a critical mass of core funding for each fund and programme, according to their individual mandates;

29. *Decides*, in this regard, that the concept of a critical mass must include a level of core resources adequate to respond to the needs of the programme countries through programmatic activities, to produce the results expected in strategic plans as well as to finance administrative and managerial costs;

C. Improving the predictability and quality of resources

30. *Recognizes* that the United Nations development system should prioritize the allocation of core regular resources and incentivize the allocation of non-core resources that are more flexible, less earmarked and better aligned with the priorities of programme countries and with the strategic plans of United Nations specialized agencies, funds and programmes;

31. *Notes* that the increased use of restrictively earmarked non-core resources reduces the influence of the governing bodies, increases transaction costs and leads to the fragmentation of operational activities for development of the United Nations system and can thus constrain their effectiveness;

32. *Recognizes* the need for organizations to attain, on a continuous basis, an adequate balance between core and non-core resources, based on the unique mandate, structure and programmes of individual entities, while noting that some non-core resources may supplement the regular resource base of the United Nations development system to support operational activities for development;

33. *Stresses* the need to avoid the use of core resources to subsidize non-core financed activities, as well as the use of core resources to cover costs related to the management of extrabudgetary funds and their programme activities;

34. *Urges* Member States making non-core contributions to reduce transaction costs, assign resources, as much as possible, at the beginning of the annual planning period, while ensuring a minimum one-year duration of implementation, streamline and harmonize requirements related to reporting, monitoring and evaluation, and limit earmarking to, at least, a broader, sector-specific level in accordance with national priorities;

D. Ensuring full cost recovery

35. *Notes with deep concern* the non-compliance with paragraphs 116 and 117 of resolution 62/208;

36. *Requests*, in this regard, the executive boards of the United Nations funds and programmes and the governing bodies of the specialized agencies, as appropriate, to adopt a decision to implement, by the end of 2013, harmonized differentiated cost recovery rates, with a view to ensuring full cost recovery, and also requests that:

(a) Cost recovery rates applied to local self-supporting contributions do not exceed 3 per cent;

(b) Cost recovery rates applied to contributions for the promotion of South-South cooperation and to emergency humanitarian assistance do not exceed 7 per cent;

(c) A cost recovery rate no greater than 15 per cent is applied to multi-donor trust funds and thematic trust funds;

(d) A cost recovery rate of over 20 per cent is applied to programme-specific, country-specific non-core contributions;

37. *Requests* specialized agencies and United Nations funds and programmes, as appropriate, to report annually to their respective governing bodies on the collection and use of resources received as cost recovery, including cost-sharing,

with a view to ensuring that full cost recovery is achieved and that core resources released are used for programmatic activities;

38. *Expresses its deep concern* over the non-compliance with paragraph 37 of resolution 64/289, and reiterates its request that the Secretary-General, from 2013 on, include information on all existing multi-donor trust funds and thematic trust funds, including information on their mandates, performance and governance structures, in the annual report, on financial statistics to the Economic and Social Council, with a view to further improving the participation of Member States in their governance;

39. *Requests* United Nations agencies administering multi-donor trust funds to report on the administration of those funds, including information on the mandates, performance and governance structures of the funds, to their respective governing bodies on an annual basis, from 2013 on, in order to ensure better complementarity between funds provided through multi-donor trust funds and funds provided through other funding sources and with a view to further improving the participation of Member States in their governance;

40. *Urges* the specialized agencies and the United Nations funds and programmes to submit for the consideration of their respective governing bodies, by the end of 2013, concrete proposals for the improvement of intergovernmental governance and oversight of programme- and project-specific non-core funding by, inter alia, including in their annual reports an assessment of how such funding is aligned with the strategic plans of the respective organizations;

III
Strengthening the intergovernmental governance of operational activities of the United Nations for development

41. *Reaffirms* the need for continuously enhancing the transparency of the activities of the United Nations System Chief Executives Board for Coordination and of the United Nations Development Group, in particular to ensure their effective interaction with and improve their responsiveness to Member States, while respecting their mandates and working methods, and in this regard requests:

(a) The Secretary-General, in his capacity as Chair of the Chief Executives Board, to further enhance the quality and quantity of information on the website of the Board and to publish and make available to Member States the inter-agency agreements and decisions of the Board;

(b) The Secretary-General, in his capacity as the Chair of the Chief Executives Board, to ensure a transparent and balanced approach in its priority-setting, to implement and report on the decisions of relevant intergovernmental bodies and to include appropriate information on the work of the Board in its annual overview report to the Economic and Social Council, which is also studied by the Committee for Programme and Coordination, in order to promote more effective dialogue;

(c) The Administrator of the United Nations Development Programme, as Chair of the United Nations Development Group, to consult the pertinent intergovernmental multilateral governance structures, including the executive boards and governing councils, the Economic and Social Council and the General Assembly, in order to obtain a clear mandate and/or formal authorization before

committing the United Nations development system, its resources and policies to specific non-United Nations processes;

(d) The President of the Economic and Social Council to continue to convene periodic briefings for Member States and the Secretariat following the biannual sessions of the Chief Executives Board, taking into account the need to schedule the briefings within a time frame that permits the full utilization of such opportunities by Member States for an effective dialogue with the Board regarding its activities;

42. *Requests* the Secretary-General to continue to strengthen the analytical quality of system-wide reporting on funding for United Nations operational activities for development, including the coverage, timeliness, reliability, quality and comparability of system-wide data, definitions and classifications;

43. *Decides* that, with effect from 1 January 2014, the executive boards of the United Nations Development Programme, the United Nations Population Fund, the United Nations Office for Project Services, the United Nations Children's Fund and the World Food Programme shall consist of forty-one members, as follows:

(a) Ten from the African States;

(b) Ten from the Asia-Pacific States;

(c) Four from the Eastern European States;

(d) Six from the Latin American and Caribbean States;

(e) Five from the Western European and other States;

(f) Six from contributing countries;

44. *Also decides* that the six seats allocated to countries contributing to the core resources shall be distributed as follows:

(a) Four seats to be allocated on each executive board to four of the largest providers of voluntary core contributions to the respective fund or programme, to be selected by and from among the top ten such providers;

(b) Two seats to be allocated on each executive board to two developing countries not members of the Development Assistance Committee of the Organization for Economic Cooperation and Development that provide voluntary core contributions to the respective fund or programme, to be selected by and from among the top ten such providers, with due consideration being given to geographical balance;

45. *Further decides* that the above allocations should be in accordance with the list provided by the Secretary-General of the average annual voluntary contributions of Member States in the previous three calendar years to the core budgets of each fund and programme and that, in the case of executive boards shared by two or more funds and programmes, the sum of contributions to the core budgets of all agencies sharing the same executive board shall be considered for the purpose of the selection of the seats reserved for the top contributors to core resources;

46. *Decides* that a Member State can be selected from only one category at any one time;

47. *Also decides* that the Economic and Social Council shall elect members to the executive boards, in accordance with established practice;

48. *Further decides* that, in the case of the World Food Programme, seventeen members of the Executive Board representing the different regional groups shall be elected by the Council of the Food and Agriculture Organization of the United Nations and the other seventeen by the Economic and Social Council and that the election for the thirty-fifth seat representing a regional group shall rotate every three years from the Council of the Food and Agriculture Organization of the United Nations to the Economic and Social Council, starting with the former;

49. *Invites* the governing bodies of all the other specialized agencies and United Nations funds and programmes to consider, where appropriate, ways to ensure better geographical representation in their composition and to incentivize the allocation of core resources by, inter alia, considering reserving seats for the top contributors to their core resources and to report to the General Assembly by the end of 2014 on measures taken in that regard, where appropriate;

50. *Requests* the specialized agencies and the United Nations funds and programmes to include in the annual reports submitted to their governing bodies, from 2013 on, information on the criteria for the selection of staff, especially in the Professional and higher categories, as well as on measures taken to secure the highest standards of efficiency, competence and integrity while ensuring geographical representation and gender balance;

IV
Contribution of United Nations operational activities to national capacity development and development effectiveness

A. Capacity-building and development

51. *Recognizes* that capacity development and ownership of national development strategies are essential for the achievement of the internationally agreed development goals, including the Millennium Development Goals, and calls upon United Nations development system organizations to provide further support to the efforts of developing countries to establish and/or maintain effective national institutions and to support the implementation and, as necessary, the devising of national strategies for capacity-building, including policy advisory support, to deal with emerging global challenges;

52. *Emphasizes* the need for enhanced capacity-building for sustainable development, and in this regard calls for the strengthening of technical and scientific cooperation, including North-South, South-South and triangular cooperation, and reiterates the importance of human resources development, including training, the exchange of experience and expertise, knowledge transfer and technical assistance for capacity-building, which involves strengthening institutional capacity, including planning, management and monitoring capacities;

53. *Stresses* that capacity development is a core function of the United Nations development system and one of the key interrelated principles that must be applied at the country level, and in this regard notes the efforts undertaken by the United Nations Development Group to identify capacity gaps, in particular the 2007 common country assessment/United Nations Development Assistance Framework guidelines and the users' guide of 2009 and 2010;

54. *Calls upon* the United Nations development system to strengthen its focus on developing national capacities for development planning, data collection and analysis, implementation, reporting, monitoring and evaluation, with an emphasis on the effective integration of the economic, environmental and social dimensions of sustainable development, and in this regard recognizes that developing countries must have full access to the mandates and resources of the United Nations development system, including the knowledge base and expertise of all resident and non-resident agencies;

55. *Also calls upon* the United Nations development system to further support the capacity-building and capacity development of developing countries, upon their request, and to effectively coordinate and evaluate the impact of external development assistance in line with national development plans and priorities;

56. *Requests* the United Nations development system to support the development of specific frameworks aimed at enabling programme countries, upon their request, to design, monitor and evaluate results in the development of their capacities to achieve national development goals and strategies;

57. *Calls upon* United Nations organizations to adopt measures that ensure sustainability in capacity-building activities, and reiterates that the United Nations development system should use to the fullest extent possible and strengthen national execution and available national expertise and technologies as the norm in the implementation of operational activities by focusing on national structures and avoiding, wherever possible, the practice of establishing parallel implementation units outside of national and local institutions;

58. *Calls upon* the United Nations development system to continue to strengthen national execution bearing in mind the importance of building national capacity, simplifying procedures and aligning them with national procedures;

59. *Stresses* the need to attach high priority to substantially increasing procurement from developing countries, in order to promote collective self-reliance, while paying due respect to the principles of international competitive bidding, and in this regard emphasizes the importance for all parts of the United Nations system of setting specific goals for increasing procurement from developing countries;

60. *Emphasizes* the importance of technology transfer to developing countries and recalls the provisions on technology transfer, finance, access to information and intellectual property rights agreed on in the Plan of Implementation of the World Summit on Sustainable Development ("Johannesburg Plan of Implementation"),[3] in particular its call to promote, facilitate and finance, as appropriate, access to and the development, transfer and diffusion of environmentally sound technologies and corresponding know-how, in particular to developing countries, on favourable terms, including on concessional and preferential terms, as mutually agreed, and in this regard urges Member States and the United Nations system to support the promotion and transfer of new and emerging technologies to programme countries;

61. *Stresses* that programme countries, in order to meet the internationally agreed development goals, including those contained in the Millennium Declaration, should have access to new and emerging technologies, which requires technology transfer, technical cooperation and the building and nurturing of scientific and technological capacity to participate in the development and adaptation to local conditions of those technologies, and in this regard requests the United Nations

development system to strengthen its role of facilitating access by developing countries to new and emerging technologies;

62. *Urges* all organizations of the United Nations development system, with the full participation of developing countries, to intensify inter-agency sharing of information at the system-wide level on good practices and experience gained, results achieved, benchmarks and indicators, and monitoring and evaluation criteria concerning their capacity-building and capacity-development activities;

B. Poverty eradication

63. *Reaffirms* that eradicating poverty is one of the greatest global challenges facing the world today, particularly in Africa, in least developed countries, in landlocked developing countries, in small island developing States and in middle-income countries, and underlines the importance of accelerating sustainable, broad-based and inclusive economic growth, including full, productive employment generation and decent work;

64. *Acknowledges* that the eradication of poverty through the development of national capacities in developing countries should continue to be a core focus area for the United Nations development system and that its development programmes and projects should attempt to address this greatest global challenge as their underlying objective;

65. *Calls upon* the specialized agencies and the United Nations funds and programmes to consider addressing the root causes of extreme poverty and hunger when designing their overall policy for development for the next four years;

66. *Emphasizes* the need to accord the highest priority to poverty eradication within the United Nations development agenda, while stressing the importance of addressing the root causes of poverty and challenges to its eradication through integrated, coordinated and coherent strategies at the national, intergovernmental and inter-agency levels;

67. *Calls upon* the specialized agencies and the United Nations funds and programmes to support Member States, upon their request, in addressing the challenges of poverty eradication by promoting, inter alia, pro-poor growth, employment generation, productive capacities, social protection and productive inclusion;

68. *Calls upon* the United Nations development system to promote the development of sector-wide education policies and to contribute to international advocacy for eradicating poverty, including through the improvement of education and vocational training;

69. *Encourages* the United Nations development system to share good practices of programmes and policies which address inequalities for the benefit of those living in poverty and promote their active participation in the design and implementation of such programmes and policies, with the aim of accelerating progress towards achieving the Millennium Development Goals and informing the discussions on the way forward after 2015;

C. South-South cooperation and development of national capacities

70. *Reaffirms* its view of South-South cooperation as a manifestation of solidarity among peoples and countries of the South that contributes to their national well-being, their national and collective self-reliance and the achievement of the internationally agreed development goals, including the Millennium Development Goals, and that South-South cooperation and its agenda have to be set by countries of the South and should continue to be guided by the principles of respect for national sovereignty, national ownership and independence, equality, non-conditionality, non-interference in domestic affairs and mutual benefit;

71. *Reaffirms* the increased importance of South-South cooperation, and in this regard calls upon the funds, programmes, specialized agencies and other entities of the United Nations system to mainstream support to South-South cooperation and triangular cooperation into the regular country-level programming of operational activities for development, to strengthen support mechanisms at the global and regional levels, including drawing upon the knowledge networks of global entities and the capacities of the regional commissions and the United Nations development system regional teams, and to help developing countries, at their request and with their ownership and leadership, to develop capacities to maximize the benefits and impact of South-South cooperation and triangular cooperation in order to achieve their national goals, with special emphasis on the internationally agreed development goals, including the Millennium Development Goals;

72. *Calls upon* donors and other stakeholders, upon request, to strengthen their support for South-South cooperation, including triangular cooperation, especially by mobilizing financial resources on a sustainable basis and by providing technical assistance;

73. *Requests* the United Nations development system to intensify its information-sharing and reporting on support to and results achieved through South-South cooperation, including triangular cooperation;

74. *Stresses* the importance of strengthening the United Nations Office for South-South Cooperation, and calls upon the United Nations development system to provide the Office with further support to enable it to fulfil its mandate;

75. *Requests* the Secretary-General to present a proposal for improving the United Nations institutional arrangements in terms of overall system-wide policy frameworks, governance, coordination, structures, mechanisms and dedicated resources, including a proposal for funding of the system-wide coordination, advocacy and mainstreaming activities of the United Nations Office for South-South Cooperation, in the context of the proposed programme budget for the biennium 2014-2015, through the use of a grant arrangement;

76. *Requests* the Administrator of the United Nations Development Programme to take measures to avoid the reduction of the amount allocated annually to the fixed line for South-South cooperation under the programming arrangements of the United Nations Development Programme;

77. *Requests* the heads of the specialized agencies, the United Nations funds and programmes and the regional commissions to pay special attention to the implementation of South-South cooperation projects managed or supported by the

United Nations Office for South-South Cooperation, regardless of their financial scale;

D. Gender equality and women's empowerment

78. *Welcomes* the full operationalization of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), notes that its establishment and the conduct of its work should lead to more effective coordination, coherence and gender mainstreaming across the United Nations, and recognizes its role of assisting Member States and the United Nations system in progressing more effectively and efficiently towards the goals of achieving gender equality and the empowerment of women;

79. *Requests* the organizations of the United Nations development system to substantially increase the investment in and focus on outcomes and outputs relating to gender equality and the empowerment of women in United Nations development framework programmes, such as the United Nations Development Assistance Framework, including through the full and effective implementation of the United Nations Development Assistance Framework guidelines on gender equality and the empowerment of women;

80. *Reiterates its call* upon the organizations of the United Nations development system, within their organizational mandates, to mainstream a gender perspective and to pursue gender equality and the empowerment of women in their country programmes, planning instruments and sector-wide programmes and to articulate specific country-level goals and targets in this field in accordance with national development strategies;

81. *Urges* the organizations of the United Nations development system to strengthen the coordination of gender-responsive operational activities through existing coordination mechanisms at the country level and in partnership, where appropriate, with other relevant entities and national partners;

82. *Welcomes* the development of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, under the leadership of UN-Women, and its adoption by the Chief Executives Board on 13 April 2012, as an accountability framework to be fully implemented by the United Nations system, and calls upon the United Nations system to actively engage in its roll-out;

83. *Requests* the Joint Inspection Unit to undertake a system-wide evaluation of the effectiveness, value added and impact of the System-wide Action Plan on Gender Equality and the Empowerment of Women as a tool for performance monitoring and accountability for submission to the General Assembly at its seventieth session;

84. *Calls upon* the United Nations development system to acquire sufficient technical expertise for gender mainstreaming in programme planning and implementation to ensure that gender dimensions are systematically addressed and, in this regard, to draw on the gender expertise available in the United Nations system, including in UN-Women, to assist in the preparation of the United Nations Development Assistance Frameworks and other development programming frameworks;

85. *Requests* the organizations of the United Nations development system to ensure that its various existing accountability mechanisms provide for more coherent, accurate and effective monitoring, evaluation and reporting on gender equality results and on the tracking of gender-related resource allocation and expenditure, including through the promotion of the use, where appropriate, of gender markers, and to encourage the use by United Nations country teams of gender accountability mechanisms to assist and improve their performance at the country level;

86. *Encourages* the organizations of the United Nations development system to collect, analyse and disseminate comparable data, disaggregated by gender and age, in a regular and systematic manner in order to guide country programming, and to support the preparation of organization-wide and country-level documents, such as the strategic, programmatic and results-based frameworks, and to continue to refine their tools for measuring progress and impact;

87. *Calls upon* the organizations of the United Nations development system, within their organizational mandates, to further improve their institutional accountability mechanisms and to include intergovernmentally agreed gender equality results and gender-sensitive indicators in their strategic frameworks;

88. *Also calls upon* the organizations of the United Nations development system to continue efforts to achieve gender balance in appointments within the United Nations system at the central, regional and country levels for positions that affect operational activities for development, including appointments of resident coordinators and other high-level officers, with due regard to the representation of women from programme countries, in particular developing countries, and keeping in mind the principle of equitable geographical representation;

E. Transition from relief to development

89. *Recognizes* that the United Nations development system has a vital role to play in situations of transition from relief to development;

90. *Stresses* the need for transitional activities to be undertaken under national ownership, and requests the United Nations development system to contribute in this regard to the development of national capacities at all levels to manage the transition process;

91. *Calls upon* donors and countries in a position to do so to provide timely, predictable and sustained financial contributions for the operational activities of the United Nations system for the early recovery and long-term development of countries in transition from relief to development;

92. *Requests* the United Nations development system to respond to requests from countries affected by disasters or conflicts that are in transition from relief to development to support their national priorities, while recognizing the differences in these situations;

93. *Recognizes* the important role that effective and responsive resident coordinator/humanitarian coordinator systems can play in situations of transition from relief to development;

94. *Calls* for further strengthening of the coordination role of the resident coordinator in countries undergoing transition, and in this regard requests the members of the United Nations development system to take immediate steps to fully

implement the management and accountability system to enable the resident coordinator to effectively and efficiently coordinate operational activities for development of the United Nations system in countries in situations of transition from relief to development;

95. *Requests* the United Nations development system to assign priority to providing adequate and sustained financial and technical support to ensure effective strategic and operational planning and coordination capacity in the offices of resident coordinators in countries in situations of transition from relief to development;

96. *Invites* the United Nations development system to take into account, in its assistance to countries emerging from conflict that are on the agenda of the Peacebuilding Commission, the advisory role that the Commission can play in relation to peacebuilding and recovery strategies, with a view to helping countries lay the foundation for their economic and social recovery and development and ensuring national ownership of the peacebuilding process;

97. *Requests* the members of the United Nations development system, upon the request of affected countries, to further delegate authority in the areas of programming and allocation of resources to field representatives of United Nations entities, in order to enable the respective entities to respond effectively and efficiently to national needs and priorities in countries in situations of transition from relief to development;

98. *Encourages* the United Nations development system to strengthen operational partnerships with other multilateral organizations and other partners working in countries in situations of transition from relief to development, particularly the World Bank, as appropriate;

V
Improved functioning of the United Nations development system

A. United Nations Development Assistance Framework

99. *Reaffirms* the central role and the importance of the active participation of national Governments during the preparation, implementation, monitoring and evaluation of the United Nations Development Assistance Framework process, in order to enhance national appropriation and achieve full alignment of operational activities with national priorities, planning and programming;

100. *Requests* resident coordinators and United Nations country teams to strengthen consultation with national Governments and relevant stakeholders, including civil society and non-governmental organizations, with the agreement of national Governments, with a view to ensuring that the development and implementation of all United Nations planning and programming documents are fully aligned with national development needs and priorities;

101. *Recognizes* that the country-level presence of the United Nations system should be tailored to meet the specific development needs of programme countries, as required to implement national plans, strategies and programmes to be supported by the United Nations development system, and that the United Nations system at the country level should be structured and composed in such a way that it corresponds to ongoing and projected cooperation programmes, in line with the

priorities agreed with the national authorities, rather than to the institutional structure of the United Nations system;

102. *Reaffirms* the value of the full participation of the specialized agencies, the regional commissions, the Secretariat and other non-resident agencies in the United Nations Development Assistance Framework and other planning and programming processes, in accordance with their mandates, and requests the resident coordinators to proactively seek their participation;

103. *Emphasizes* that programme countries should have access to and benefit from the full range of mandates and resources of the United Nations development system, whereby the national Governments should determine which resident and non-resident United Nations organizations will best respond to specific needs and priorities of the individual country, including, in the case of non-resident agencies, through hosting arrangements with resident organizations, as appropriate;

104. *Requests* the United Nations development system to take measures, in full consultation with Member States, to simplify and improve the United Nations Development Assistance Framework and agency-specific programming instruments, processes and reporting requirements, including through reducing the workload of national Governments and other partners, decreasing the time necessary for the preparation of relevant documents, ensuring alignment with Government planning cycles, improving the focus on results and promoting better division of labour within the United Nations system at the country level;

B. Resident coordinator system

105. *Stresses* that the resident coordinator system, while managed by the United Nations Development Programme, is owned by the United Nations development system as a whole and that its functioning should be participatory, collegial and accountable, and in this context reaffirms the importance of the implementation of previous resolutions of the General Assembly regarding the United Nations presence at the country level, and reiterates the central role of resident coordinators in making possible the coordination of United Nations operational activities for development at the country level to improve the effectiveness of the response to the national development priorities of programme countries, including through appropriate resources and accountability;

106. *Decides* to improve the management of the resident coordinator system by:

(a) Ensuring that the profiles of the resident coordinators are aligned with the needs and priorities of the countries;

(b) Ensuring the participation on an equal footing of all United Nations agencies, funds and programmes present in the country, in proposing and nominating candidates for the position of resident coordinator for the consideration of the United Nations development system;

(c) Achieving diversification in terms of geographical distribution and gender, in line with United Nations values;

(d) Ensuring appropriate training for potential candidates;

107. *Urges* the United Nations development system to continue to provide further financial, technical and organizational support for the resident coordinator

system, and, owing to the current financial constraints that the resident coordinator system is facing, requests the Secretary-General, in consultation with the members of the United Nations development system, to submit for the consideration of Member States, by the end of 2013, concrete proposals on modalities for the funding of the resident coordinator system, including through the use of regular budgetary resources of the United Nations, in order to ensure that resident coordinators have the necessary stable and predictable resources to fulfil their mandate effectively, without compromising resources allocated to programmatic activities;

108. *Calls upon* all the members of the United Nations development system:

(a) To fully implement and monitor the implementation of the management and accountability system for the resident coordinator system, including strengthening the firewall and mutual accountability for results;

(b) To decentralize authority from headquarters to their country-level representatives for making decisions on programmatic and financial matters, as appropriate, related to the programming activities at the country level of their own agencies, funds and programmes;

(c) To ensure that the offices of the resident coordinators are well equipped and have the necessary management resources to duly respond to the needs of programme countries and to enable the resident coordinators to fulfil their mandates effectively;

(d) To strengthen coordination with all development partners at the country level, upon the agreement of the national Government, in support of national development plans and priorities;

(e) To guarantee the appropriate level of resources to ensure staff development so that the United Nations development system has the right mix of capacities and skills, including for high-quality policy and programme advice, and the highest standards of leadership skills, management training and continuous learning to provide effective capacity development and other support in response to national needs and priorities;

C. "Delivering as one"

109. *Takes note* of the outcome of the independent evaluation of lessons learned from "Delivering as one", as presented in the note by the Secretary-General;[11]

110. *Recognizes* the experience of the voluntary adoption of "Delivering as one" by a number of programme countries as an important initiative for enhancing the coherence, effectiveness and efficiency of the United Nations development system, resulting in closer alignment with national priorities, greater empowerment of national authorities, enhancement of cross-sectoral work and the provision of more policy-oriented strategic support to national development efforts in those countries implementing "Delivering as one";

111. *Emphasizes* that the principle of voluntary adoption of the "Delivering as one" and "No one size fits all" approaches should be maintained so that the United Nations system can tailor its approach to partnership with individual programme countries in a way that best suits their national needs, realities, priorities and

[11] A/66/859.

planning modalities, as well as their achievement of the Millennium Development Goals, other internationally agreed development goals and the United Nations development agenda beyond 2015, in the framework of a holistic and comprehensive concept of development;

112. *Encourages* the United Nations development system to provide programme countries that are considering adoption of the "Delivering as one" approach with information on such issues as guidance on programming, monitoring and evaluation, and reporting, funding mechanisms and support to the resident coordinator system with a view to enabling them to take an informed decision on modalities for the delivery of assistance;

113. *Requests* the United Nations development system to continue to support all programme countries, regardless of the modality for the delivery of assistance they prefer to adopt, including those that are voluntarily implementing the "Delivering as one" approach, in accordance with their development plans and priorities;

114. *Recognizes* that joint programming is a useful tool for promoting greater coherence in the "Delivering as one" countries and a pivotal component of the "Delivering as one" approach, and in this regard encourages the United Nations development system to further strengthen joint programming in programme countries implementing the "Delivering as one" approach;

115. *Emphasizes* the importance of sharing information on a voluntary basis regarding the implementation of the pilot initiative on "Delivering as one";

D. Regional dimensions

116. *Recognizes* the contribution of interregional, regional and subregional cooperation to addressing development challenges related to the achievement of the internationally agreed development goals, including the Millennium Development Goals;

117. *Encourages*, in this regard, the United Nations development system to strengthen collaboration with regional and subregional intergovernmental organizations and regional banks, as appropriate and consistent with their respective mandates;

118. *Requests* the regional commissions to further develop their analytical capacities to support country-level development initiatives at the request of the programme countries, and to support measures for more intensive inter-agency collaboration at the regional and subregional levels;

119. *Urges* regional and subregional organizations, including the regional commissions and their subregional offices, to prioritize sustainable development through, inter alia, more efficient and effective capacity-building, development and implementation of regional agreements and arrangements, as appropriate, and exchange of information, best practices and lessons learned;

120. *Recognizes*, in regard to the functioning of the United Nations development system, the importance of aligning regional technical support structures and the regional bureaux to provide support to the United Nations country teams, including enhanced technical, programme and administrative support, increasing their collaboration at the regional level, including through co-location, where appropriate and consistent with the needs of the programme countries of the regions

concerned, and identifying appropriate mechanisms at the subregional level, where appropriate and in close consultation with the programme countries concerned, to respond to specific challenges that cannot be adequately responded to at the regional hubs;

121. *Requests* the funds, programmes, specialized agencies and other entities of the United Nations development system at the regional level and the regional commissions to further strengthen cooperation and coordination among themselves and with their respective headquarters, in close consultation with the Governments of the countries concerned and, where appropriate, to include the funds, programmes and specialized agencies that are not represented at the regional level;

122. *Calls upon* the organizations of the United Nations development system, its regional commissions and other regional and subregional entities, as appropriate and consistent with their mandates, to intensify their cooperation and to adopt more collaborative approaches to support country-level development initiatives at the request of recipient countries and to establish and/or improve mechanisms to promote knowledge-sharing on and compile successful development experiences and best practices, through South-South cooperation or triangular schemes, when appropriate, and by improving mechanisms for access to the technical capacities of the United Nations system at the regional and subregional levels;

123. *Takes note* of the assistance provided by the United Nations development system regional teams to United Nations country teams across a range of areas, and requests the United Nations development system regional teams to substantially enhance their support to United Nations country teams in pursuing national development agendas;

E. Simplification and harmonization of business practices

124. *Requests* the United Nations development system funds and programmes and encourages the specialized agencies and other entities of the United Nations to further pursue higher-quality, more effective and cost-efficient support services in all programme countries by reducing the duplication of functions and transaction costs through the consolidation of support services at the country level, while ensuring that efficiency savings are directed towards building national capacities, and to report on concrete achievements in this regard to their respective governing bodies by the end of 2014, and requests the funds and programmes to submit plans in this regard to their executive boards by the end of 2013;

125. *Encourages* the United Nations development system to make increased use of national public and private systems for support services, including for procurement, security, information technology, telecommunications, travel and banking, as well as, when appropriate, for planning, reporting and evaluation, and also encourages the United Nations development system to avoid and significantly reduce the number of its parallel project implementation units in programme countries as a means of strengthening national capacities and reducing transaction costs;

126. *Underscores* the importance of the use of national professional staff and national consultants, wherever feasible and to the advantage of the programme countries;

127. *Requests* the Secretary-General as Chair of the Chief Executives Board, to present a proposal on the common definition of operating costs, including direct

and indirect costs, and a common and standardized system of cost control to the executive boards of the funds and programmes by the end of 2014, with a view to their taking a decision on this issue, and in this regard requests the funds and programmes and encourages the specialized agencies and other entities of the United Nations system to establish such a harmonized cost classification system by 2016;

128. *Encourages* the United Nations development system to support programme countries that wish to establish common premises for the United Nations development agencies, funds and programmes;

129. *Requests* the United Nations development system to prioritize the availability of financial and human resources to further support the effective harmonization and rationalization of business operations, including the option of calculating the amount of programme countries' in-kind contributions and of developing other funding mechanisms in support of innovative and sustainable business solutions supporting the further development and implementation of high-quality, effective and cost-efficient support services, without compromising the allocation of resources to programmatic activities;

130. *Calls upon* the United Nations development system to undertake a study on the feasibility of consolidating the existing learning resources of the United Nations development system in a cost-effective manner, and to submit a report thereon to the General Assembly at its sixty-ninth session;

F. Results-based management

131. *Requests* the Secretary-General to submit a report for the next quadrennial comprehensive policy review on improving results-based management in the United Nations development system, with the objective of improving development results as well as organizational effectiveness, in alignment with the national priorities of programme countries;

132. *Requests* the Secretary-General to present, for the consideration of Member States, proposals on reporting on system-wide results;

G. Evaluation of operational activities for development

133. *Welcomes* the enhanced coordination and exchange of experience among the United Nations entities engaged in system-wide evaluation, namely the Joint Inspection Unit, the United Nations Evaluation Group, the Office for the Coordination of Humanitarian Affairs, the Office of Internal Oversight Services and the Department of Economic and Social Affairs, also welcomes the establishment of an interim coordination mechanism for system-wide evaluation of operational activities for development of the United Nations coordinated by the Joint Inspection Unit, and calls for the provision of additional resources to the Unit to enable it to perform its functions in an effective manner;

134. *Reaffirms* the need to strengthen independent system-wide evaluation of operational activities for development, stresses in this regard that the Joint Inspection Unit is the only entity within the United Nations system with a specific mandate for independent system-wide evaluation, and acknowledges the reforms initiated by the Unit;

135. *Emphasizes* that programme countries should have greater ownership and leadership in the evaluation of all forms of assistance, including that provided by the United Nations development system, and requests the United Nations development system to pursue and intensify its efforts to strengthen evaluation capacities in programme countries;

136. *Decides* to strengthen the national ownership and leadership of evaluation of operational activities for development at the country level, and in this regard requests the United Nations entities to intensify their efforts to build national capacity in programme countries for the evaluation of operational activities for development, in full consultation with Member States;

137. *Requests* the United Nations Evaluation Group, in cooperation with the Joint Inspection Unit, to develop by the end of 2013 a common policy and methodological framework for system-wide evaluation of operational activities for development;

138. *Requests* the executive boards of the funds and programmes, and encourages the governing bodies of specialized agencies and other relevant United Nations entities, including the United Nations Evaluation Group, to intensify the use of the United Nations Development Assistance Framework and system-wide evaluations in lieu of agency-specific evaluations of operational activities for development, wherever possible, particularly in programme countries adopting the "Delivering as one" approach;

VI
Follow-up and monitoring

139. *Reaffirms* that the governing bodies of the funds, programmes and specialized agencies of the United Nations development system should take appropriate actions for the full implementation of the present resolution, in line with paragraphs 91 and 92 of resolution 56/201;

140. *Underscores* the importance of ensuring that the strategic plans of funds and programmes are consistent with and guided by the comprehensive policy review, which establishes the main intergovernmentally agreed parameters of the operational activities for development of the United Nations system;

141. *Emphasizes* the importance of the Secretary-General establishing an effective and evidence-based monitoring system for the implementation in the United Nations development system of the resolution on the quadrennial comprehensive policy review;

142. *Requests* the Joint Inspection Unit to undertake an independent evaluation of the quadrennial comprehensive policy review process and to submit a report with its findings and recommendations to the General Assembly at its sixty-ninth session;

143. *Emphasizes* the need to strengthen the institutional capacity of the United Nations Secretariat to undertake high-quality monitoring, evaluation and reporting on the implementation in the United Nations development system of the resolution on the quadrennial comprehensive policy review, as well as the analysis of system-wide funding flows for operational activities for development, in all modalities of development cooperation, including South-South cooperation, with a view to

facilitating informed intergovernmental deliberations and decision-making in the General Assembly and the Economic and Social Council;

144. *Requests* the Secretary-General to develop, in full consultation with Member States, an evidence-based monitoring and reporting framework for the implementation in the United Nations development system of the resolution on the quadrennial comprehensive policy review, anchored in the collection of comprehensive country-level information, data and indicators, and to report on an annual basis to the Economic and Social Council on progress made in the implementation of the resolution on the quadrennial comprehensive policy review, and in this regard recognizes the role of the Development Cooperation Forum, as the executive branch of the Economic and Social Council, to assess the progress of the operational activities for development of the United Nations;

145. *Also requests* the Secretary-General, in this regard, to conduct biennially a survey among programme country Governments on the relevance, effectiveness and efficiency of the United Nations development system as an input to the monitoring of the implementation of the resolution on the quadrennial comprehensive policy review, and also requests the Secretary-General to consolidate the annual reports on the implementation and funding of the quadrennial comprehensive policy review into a single annual publication on operational activities for development of the United Nations system, with the inputs of all funds, programmes, specialized agencies and other relevant United Nations entities, with a view to facilitating informed intergovernmental deliberations at the operational activities segment of the substantive session of the Economic and Social Council;

146. *Invites* the Secretary-General to submit a proposal to the General Assembly in the first quarter of 2013 for strengthening the capacity of the United Nations Secretariat for policy review, strategic planning and system-wide statistics, analysis and reporting on funding flows for operational activities for development of the United Nations system, with a view to enhancing the effectiveness of policy guidance and oversight provided by the General Assembly, the Economic and Social Council and the Development Cooperation Forum for the United Nations operational activities for development;

147. R*equests* the Secretary-General, on the basis of information provided by the funds, programmes and specialized agencies of the United Nations development system, to submit to the Economic and Social Council, at its substantive sessions of 2013, 2014 and 2015, detailed reports on results achieved and measures and processes implemented in follow-up to the present resolution on the quadrennial comprehensive policy review in order to evaluate the implementation of the resolution, with a view to ensuring its full implementation;

148. *Also requests* the Secretary-General to submit to the General Assembly at its sixty-eighth session, through the Economic and Social Council, a comprehensive analysis of the implementation of the present resolution in the context of the quadrennial comprehensive policy review, inter alia, by making use of relevant documentation, and to make appropriate recommendations.